

# **The Chrysalis Corporation**

## **Prevue Report**

### **- Selection**

Personal Development

Individual

Succession Planning

Working Characteristics

on

## **Ms. Mary Sample**

regarding the position of

## **Sales Account Manager**

**Thursday, July 28, 2011**

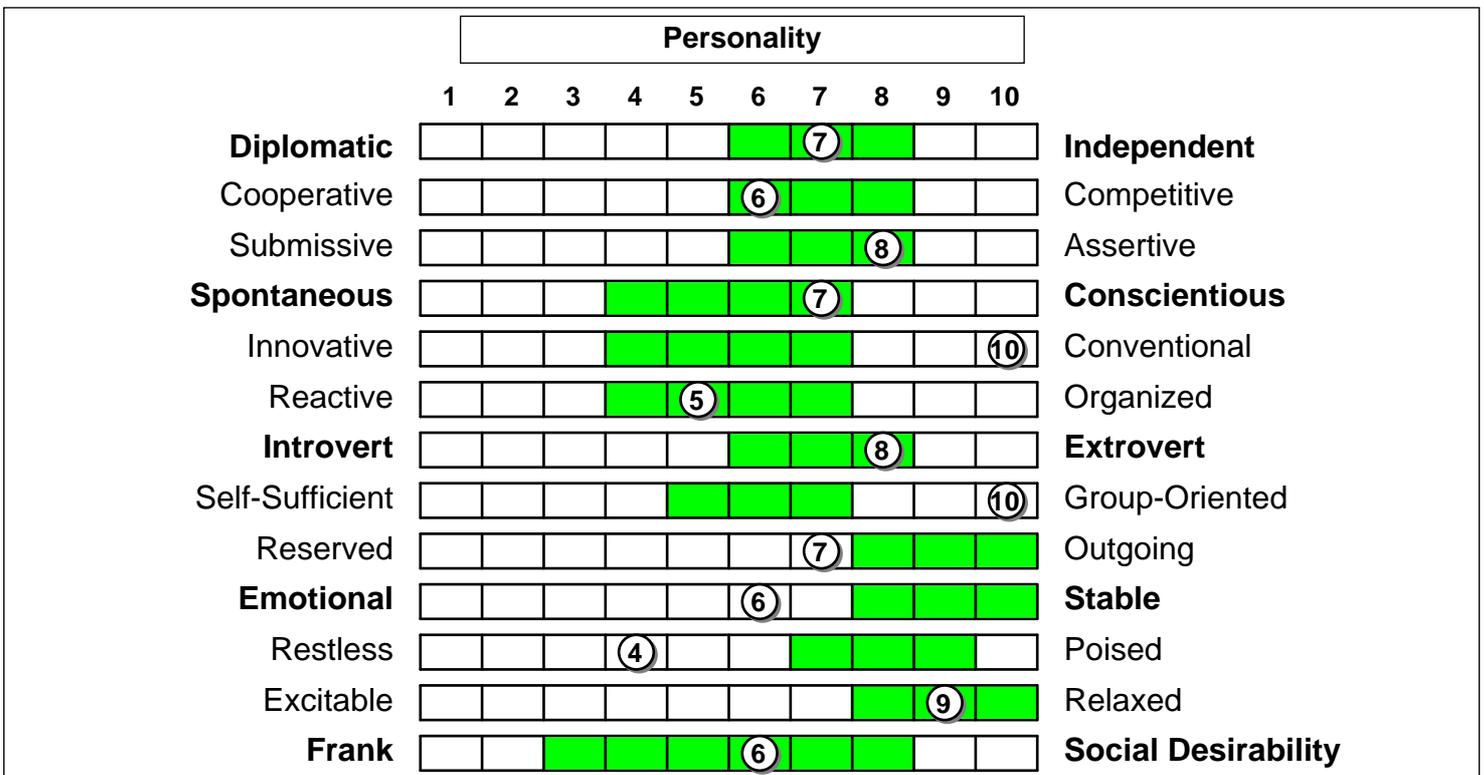
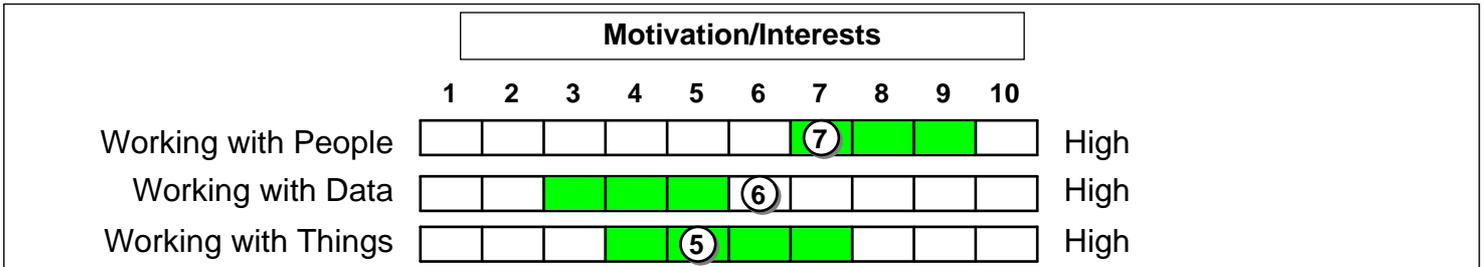
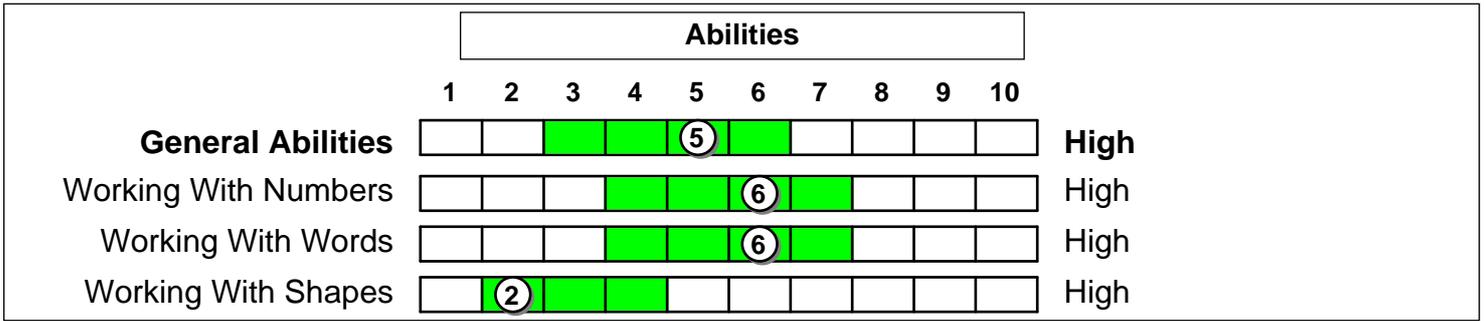
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# Prevue Benchmark

Mary Sample

Sales Account Manager



A Prevue benchmark illustrates the required characteristics for this job as decided by management. The shadowed areas above graphically represent the benchmark for this Sales Account Manager position. The number on each scale is Mary Sample's actual score. The following percentage reflects the degree of suitability of her scores when compared to this benchmark.

## Prevue Job Suitability

The Prevue benchmark suitability should comprise not more than one-third of the selection decision process. The other aspects of the selection decision process, including the job interview, candidate history and background check, should be furnished by management.

**Benchmark Suitability**

**78%**

## Planning the Interview

Your interview should be a formal meeting with the objective of assessing Ms. Sample qualifications for this Sales Account Manager position. Planning for the interview should begin with an examination of any areas of confusion or concern identified in the previous steps in the selection process, including your review of her resume or reference checks. This background information, in conjunction with this report, will assist you in determining this candidate's overall suitability for this position.

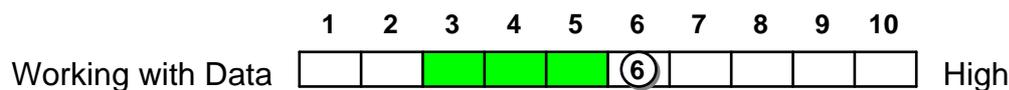
## How to Use the Prevue Assessment in the Interview Process

Good hiring and promoting practices require that the personality traits, interests and abilities of job candidates should be matched to those required for the job for which the candidate is being considered. This can be accomplished by creating a Benchmark of the characteristics that your experience has confirmed are required for the job and that are evident in people who may have prior success in the job. The more closely Ms. Sample scores match the Benchmark, the higher is her suitability for that specific job. Scores that are off the Benchmark should provoke closer scrutiny.

Interview questions directed to specific on-the-job conduct will improve the selection process. In most cases you should customize these questions for this particular Sales Account Manager position. Ms. Sample responses should be clarified with further behavioral questions until you are comfortable you can make a proper decision on her overall job suitability.

## Areas Off the Benchmark

The following are areas where Ms. Sample did not match this Sales Account Manager benchmark. A brief explanation of the score result and Benchmark is followed by suggested behavioral interview questions.



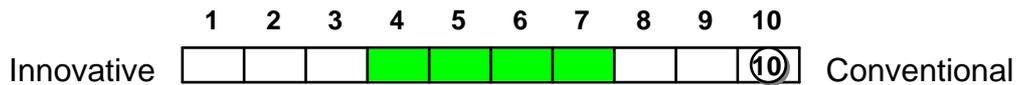
Ms. Sample indicates she has an above average level of interest in working with data.

1. What system do you use to manage your contacts? Your appointments?
2. Explain, by example, how you learned the features and benefits of previous products or services.
3. What computer software do you use? How many hours a day do you typically work with computers?

# The Interview

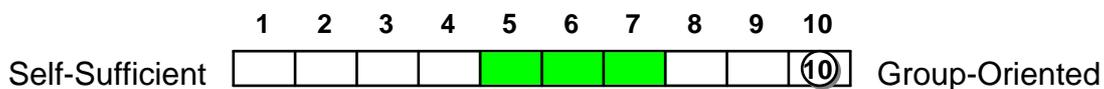
Mary Sample

Sales Account Manager



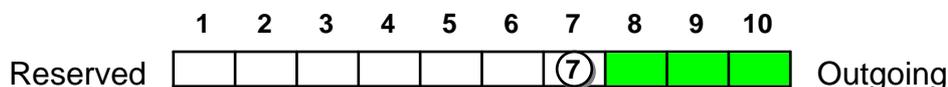
Ms. Sample is likely to be a very conscientious, meticulous, and reliable Sales Account Manager.

1. Describe the most innovative sales presentation you have made to solve a prospect's specific problem.
2. Paperwork is rarely the most favorite part of a Sales Account Manager's job. Describe the problems poor record keeping can cause, and the steps you take to insure your sales reports are done on time.
3. Describe a previous presentation where the close was eminent, but you had exceeded your appointment time and the prospect seemed anxious.



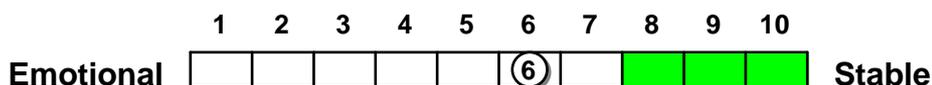
Ms. Sample is a very sociable person who actively seeks out a lively environment where she can meet lots of people.

1. What role have you usually taken on your sales team?
2. Describe the business-related groups, clubs or activities you are involved with that assist you in your networking.
3. Describe a typical busy, sales-oriented work day. Is that type of day your preference? Why?



Although Mary Sample likes to be the center of attention, there will be times when she may avoid the spotlight.

1. Explain, by example, how your 'gift of the gab' has helped you in sales. How has it got in the way?
2. Describe the most boring aspects of dealing with a prospecting day.
3. Describe a sales call where you talked right past the objective and almost lost the sale.



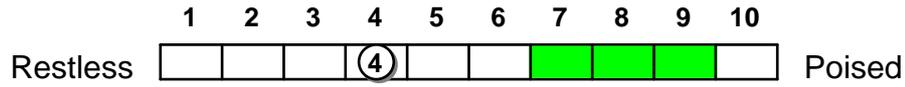
Ms. Sample tends to be fairly relaxed, easygoing, and generally able to face setbacks with calmness and ease.

1. Finding out that you are at the wrong level of contact can irritate salespeople. What do you do in these situations?
2. Can you describe how you deal with an irate prospect whose interpretation of what was promised is different from reality?
3. Describe your reaction to the sale that you forecasted and really counted on, but could not close.

# The Interview

Mary Sample

Sales Account Manager



Ms. Sample has a degree of sensibility to feelings and emotions.

1. What kind of lost new business opportunity would irritate you the most?
2. What caused the last disagreement you had with a sales manager?
3. Describe what you do to remain calm while dealing with an irritated customer.

# Total Person Description

Mary Sample

Sales Account Manager

## Note:

The Total Person is a combination of all the elements Ms. Mary Sample completed in her Prevue Assessment.

Ms. Mary Sample has above average numeric skills, good verbal skills, and below average spatial skills. She is well able to do challenging numeric assignments such as working with complex spreadsheets and data tables. Similarly, her above average level of ability with words means that Ms. Sample will find assignments that involve working with text are relatively easy for her. She will be quick and accurate with moderately difficult paperwork and most written material. She will be slower, however, to learn new tasks requiring spatial skills and may have difficulty following diagrams, estimating space requirements, or interpreting graphs. She may well require more instruction, guidance, and time to achieve competence in routine work if it requires spatial reasoning. For most assignments, Ms. Sample will perform best when the environment and work practices change slowly.

Ms. Sample is strongly interested in people and would be most happy in a job that involves contact with others. She is also well motivated to work with data and moderately interested in things. She could process abstract information and use technology so long as she still had opportunities for social interaction. She would perform best where she could take advantage of her preferences for both interpersonal activity and data analysis. In a computer context, Ms. Sample would enjoy direct communication (via Internet connections, E-mail, and word processing) and data management.

Ms. Sample is a strong team player who enjoys individual recognition. Competitive and highly assertive, she is extremely direct and says exactly what she thinks. At times, her willingness to confront can seem argumentative, but she still values cooperation and will seek to collaborate with rather than browbeat her opponents. She is most comfortable when controlling the situation and, when she has a personal interest in the events at hand, it may be difficult for her to let go of authority.

Ms. Sample will conduct herself in a conventional and reliable manner. She can also be creative and spontaneous, and she can react to events as they happen. Although she is at her best working in a structured and unambiguous environment, Ms. Sample will prefer to respond spontaneously to situations as they arise. This is a good combination for most businesses because it means reliable performance with the flexibility to meet sudden changes in the marketplace.

Mary Sample prefers to work in the company of others. She believes that the more people involved the better the outcome. Extended periods of solitude will be frustrating for her. Often wanting to be in the spotlight, she will usually lead any discussion. She enjoys meeting new people and exploring new ideas. She often acts impulsively and long-term assignments must include variety or else she will lose interest. Ms. Sample will not tolerate a great deal of monotony and she will thrive on challenging assignments, particularly if these contain an element of risk.

# Total Person Description

Mary Sample

Sales Account Manager

Mary Sample is sensitive to the emotions of others, and she will generally act appropriately. Certainly, unwarranted criticism can upset her equilibrium, but she will quickly regain her normal good humor. She is not bothered by the ordinary give and take of human relations. She is generally calm and, while aware of stress, she does not let it stop her from achieving her goals. She is so relaxed and copes so well with pressure that some might misinterpret her lack of excitability as indifference. Less scrupulous people may attempt to exploit her easy trust and remarkable patience. Ideally, she should work on demanding, high pressure, long-term projects that require dealing with people openly and objectively. Whether she is required to give a fast response to a crisis or methodical attention to a routine task, Ms. Sample will work well under most pressures.

# Individual Traits

Mary Sample

Sales Account Manager

## NOTE:

The individual traits on the following pages are descriptions of Ms. Sample's characteristics as determined by the Prevue Assessment. The 1 - 10 scoring scale used throughout the Prevue Assessment is called a sten scale. Sten simply means the standard tenth of a normal bell curve. Approximately 16% of the population would have sten scores in the 1 - 3, and 16% in the 8 - 10 ranges. The other 68% of the population will score in the middle ranges 4 - 7.

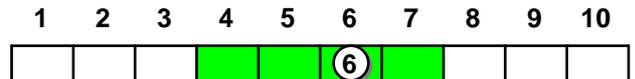
### General Abilities

Mary Sample has an average level of speed and accuracy in reasoning and problem solving. She can learn and absorb new information without too much difficulty. She is as able as most, which means you will find her to be efficient working in an environment that makes reasonable demands. However, should this Sales Account Manager position demand very high levels of mental work load, she may find it difficult to cope.



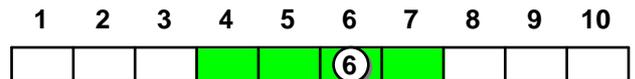
### Working With Numbers

Ms. Sample has an average capacity for numerical reasoning. This indicates that she is as able as most adult workers to deal with information derived from simple numbers.



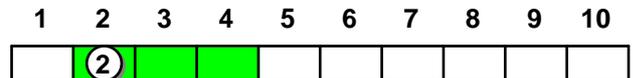
### Working With Words

This indicates an average capacity for working with written language when compared to other workers. She is capable in speed and accuracy when using authored material.



### Working With Shapes

This indicates a limited capacity for working with spatial information, particularly under conditions where there is a degree of time pressure. Although individuals with this score are likely to be reasonably competent in manipulating shapes, they may be rather slow.



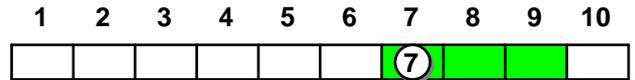
# Individual Traits

Mary Sample

Sales Account Manager

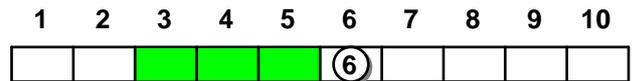
## Working With People

Ms. Sample shows a high average interest in work that involves dealing with people. She is likely to prefer employment that involves a reasonable degree of contact with others and would not be happy working on her own. She will enjoy work that requires difficult and demanding interpersonal skills.



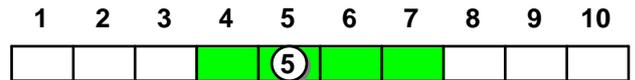
## Working With Data

Ms. Sample has some interest in working with data. Such a person will be able to relate and balance this limited interest in data to those tasks in the job that require working with people or working with machinery and equipment. She would not necessarily feel the need to work with data to form the major part of her job.



## Working With Things

Mary Sample expresses an average level of interest in work that deals with inanimate objects such as machinery, tools or equipment. Such people are likely to be comfortable in handling goods or equipment, but would not see that interest being central to their work.



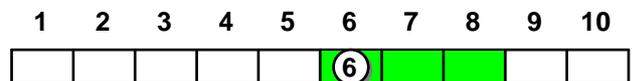
## Diplomatic / Independent

Mary Sample is usually forthright and plays hard to win. She can be outspoken and unafraid of controversy and argument. Ms. Sample can participate in achieving team and individual goals.



## Cooperative / Competitive

She describes herself as a person who is competitive and plays to win. She is a cooperative team member. Such individuals seek compromise between their own achievements, and the need to maintain relationships with others.



## Submissive / Assertive

Mary Sample is often straight forward, assertive and outspoken. She usually respects other opinions, yet is unafraid of confrontation. She tends to take control.



# Individual Traits

Mary Sample

Sales Account Manager

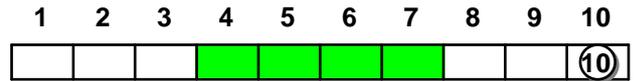
## Spontaneous / Conscientious

It is her nature to be conscious of detail, dependable and well prepared. As a reliable individual, she will follow rules and established procedures within a traditional setting. She will probably prefer the status quo to change.



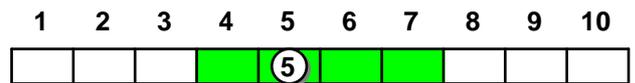
## Innovative / Conventional

As a follower of the rules, Ms. Sample conducts herself in an extremely conventional manner. Her rigid attitude makes it difficult for her to adapt to new situations and change. Ms. Sample will be at her best working as a Sales Account Manager in a highly structured environment with clearly defined rules and guidelines.



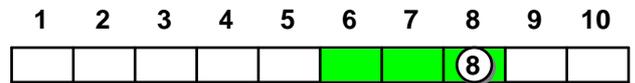
## Reactive / Organized

She is somewhat organized, but can respond to spontaneous and unpredictable events. She could be described as a Sales Account Manager who is systematic, while able to cope with the unexpected.



## Introvert / Extrovert

Ms. Mary Sample is an extrovert, who seeks stimulation from the company of others. Generally energetic, she seeks to be the center of attention. Her fellow workers will see her as high-spirited and impulsive at times.



## Self-Sufficient / Group-Oriented

This is a very sociable person who actively seeks out an active work environment where she can be with lots of people. She is happiest working in situations where she spends most, if not all, of her time interacting with other people. She can become uncomfortable with social disapproval.



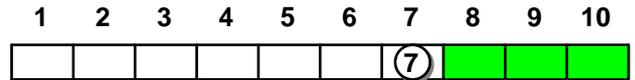
# Individual Traits

Mary Sample

Sales Account Manager

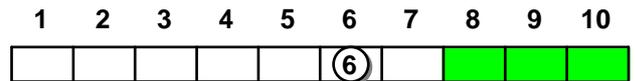
## Reserved / Outgoing

Although Mary Sample likes to be the center of attention, there will be times when she may avoid the spotlight. Ms. Sample prefers variety in her work. Individuals like Mary Sample are happy with a moderately exciting life, and can be a risk taker at times.



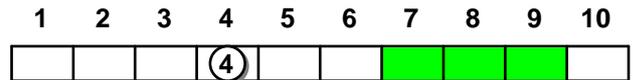
## Emotional / Stable

In most situations, Mary Sample accepts people in a calm and stable manner. There will be circumstances when she becomes apprehensive and emotional, even wary about some people, particularly their motives. In general, she is secure in herself, remaining quite relaxed under moderate stress.



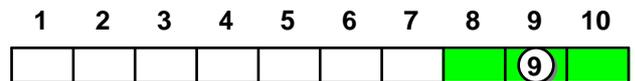
## Restless / Poised

She has a tendency to get upset and irritated in difficult situations. Occasionally it is difficult for her to be objective and rational about situations in which she is personally involved.



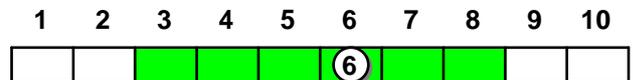
## Excitable / Relaxed

She is a relaxed and trusting person, who remains calm under stress. She copes well in high-pressure jobs.



## Social Desirability

Mary Sample describes herself as someone who is usually considerate. Such individuals are aware of social rules and expectations.



## VALIDITY INTRODUCTION:

- The rules for identifying patterns of responses in the Personality Section of the Prevue Assessment which might be "invalid" include systematic, but non-meaningful response patterns, omissions and excessive use of the "B" answer option. Systematic, but non-meaningful response patterns occur when the distribution of the responses differ from the norm and are considered unusual. The omission rule occurs if more than three responses are omitted in a given scale, making the results appear more average than they are. The "B" answer rule is affected by the total number of "B" responses selected. The candidate had the choice of an "A", "B", or "C" for every question in the Personality Section of the Prevue Assessment. The second option, the "B" choice, is always an unsure or in-between answer.

## VALIDITY COMMENTARY:

- The total number of "B" responses chosen by the candidate in the course of completing the Prevue Assessment Questionnaire, including questions that were not answered, was 3.
- This number of "B" choices is within acceptable levels and the results of the Personality section of this report had meaningful response patterns. Therefore the data presented in this Prevue Assessment can be considered accurate and reliable.

## BEST PRACTICE RECOMMENDATIONS:

- **Assessment Administration:** Best practice protocol recommends that assessments be administered to candidates in a controlled environment under the supervision of a proctor to ensure that:
  - The person who completes the Assessment is in fact the candidate;
  - A candidate's responses to the Assessment questions are not affected by collusion with others or by other actions that would invalidate the Assessment;
  - The supervisor is able to address unexpected conditions or problems affecting a candidate and to provide reasonable accommodation for candidates where required;

Where an Assessment is administered without the recommended supervision, the accuracy of the report cannot be guaranteed. If the report is a significant consideration in any final selection or other high stakes decision, you might wish to have the candidate retake the Prevue Assessment in a controlled environment;

For more information on the administration of the Prevue Assessment, please see "Administering the Prevue Assessment" in the Prevue User Guide posted at [www.prevueassessments.com](http://www.prevueassessments.com).

- **Assessment Weighting:** The weight given to the Prevue Assessment in any human resource selection or other high stakes decision should not exceed one-third of the total process. The remainder of the process, including the candidate's work history, interview, background checks, etc., should be considered in association with the results of this report.
- **Ensure Fairness:** When properly administered, the use of the Prevue Assessment will help to ensure that applicants are treated fairly without regard to race, colour, religion, sex or national origin. The Prevue Assessment was designed and developed to conform with the human rights legislative and best practice requirements prevailing in the various countries where the Prevue Assessment is distributed. This includes the EEOC Guidelines, the Americans for Disabilities Act and the standards for test development and administration published by the American Psychological Association, the British Psychological Society and the Association of Test Publishers.